







Reference Information – Best Practices



The Goal 3 Business Process Reengineering Team reviewed various articles across the following Best Practices topics and prepared a bulleted synopsis of those articles. Hotspots provide the reader with a link to the website or alternatively to the source document on eRoom.


Governance	Customer Service	Human Resources Management	Integration of Services	Case Management	Performance/Productivity	Benchmarking	Business Case Analysis	I.T. Innovation
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Governance References	
Topic and Web Link	eRoom File
Corporate Governance: What Can We Learn From Public Governance <ul style="list-style-type: none"> • Pay for Performance – Lack of having this is a good thing in Government • Fixed Income – Allows more focus on the end product • Balance of Power for decision – making – controls abuses in decision-making • Electoral process – gives credence to consumers opinion • Best Assets assessment • Institutionalism 	 Paper_CorpGovern_03.07.03.pdf.url
Working Together To Develop Our Communities <ul style="list-style-type: none"> • Benchmarking and continuous improvement • Internal performance to external benchmarks • Principles of social justice – individual and community input • Share in the benefits of improvement of community services. • Share with participants – cooperation rather than competition • Gains from • Social Capital 	 Local Government Community Services /




Governance References	
Topic and Web Link	eRoom File
Outsourcing The Delivery Of Human Services <ul style="list-style-type: none"> • Privatization – turn over to for profit • Outsourcing – bits and pieces of services • Employee skill sets • Technology capability • Where are hidden costs • Plan of action • Expectations • Outcomes • Cost • Poor internal controls 	 <p>Outsourcing the Delivery of Human Se</p>
Increasing State And Local Capacity For Cross-Systems Innovation: Assessing Flexibility And Opportunities Under Current Law <ul style="list-style-type: none"> • Single App • Combining funding stream • Look at mission – • May seem the same, but may not be • Alignment • Family based – funding streams – equality of controls – R&R 	 <p>clasp_hudson_paper .pdf.url</p>


Governance References	
Topic and Web Link	eRoom File
OMB Round Table - Opportunities For Government If It Thinks Horizontally <ul style="list-style-type: none"> • Horizontally – • Share information to decrease the burden • Barriers removed by linking program • Short term projects 90 to 180 days • Granular data • Open sharing • Receiving entity • Business Case and sufficient funding 	 omb7_7summary[1].doc.url
Outsourcing For Competitive Government <ul style="list-style-type: none"> • Adopt commercial practices • Outsource non-core government services • Gov. concentrates on core activities • Business Process Analysis • IT is non-core • Independent groups to define core and non-core • Saving tax dollars is an obligation of govt. • Internal competition with 	 Oct 1996 - Trends_files.url


Customer Service References	
Topic and Web Link	eRoom File
Best Practice In Federal Government Service Delivery <ul style="list-style-type: none"> • Already id'd. Listen to the customer. Needs and expectation. Value creation workshop made up of workers, to develop better services in response to customer needs and expectation. Prompt, efficient service...Complete accurate and reliable information. • Flexibility in obtaining services. More widely accessible service. The right answer the first. Service delivery where and when needed. Tell the situation one time only. Personal information confidential. Customer charter....clear to both customers and staff. What can be done together to improve the interaction. • Terminology...customer call center (rather than client). • Physical...remove the barriers – reception glass...a more open atmosphere...where the workers can be seen to be more friendly. Get rid of numbers. If language or handicap accessibility (name tags for staff). Appointments • Community outreach • Correspondence – customer friendly – get rid of jargon. • Clear information on what services, and what obligations. Style guide – communication, dress, etc. • Hiring practices – recruit for attitude – train for skills – particularly with regard to customer focus. • Communication skills, interviewing for customer service background, cope with change, comfortable with technology • Complaint center – 1-800 or notes cards and then pay attention to the complaints • Call Centers • Partnering with the community 	 <p>News Room - Speech - Best Practice in Fed</p>
Selected Federal And State Laws And Regulations Requiring Language Assistance <ul style="list-style-type: none"> • Extensive federal laws • 26 and DC require language assistance 	 <p>Appendix B; Selected Federal and State Law</p>


Customer Service References	
Topic and Web Link	eRoom File
<p>Finding The Best Ways To Get Things Done!</p> <ul style="list-style-type: none"> • State of Iowa, Early 2000s, Web sites to provide services to the public • Educational info • Online apps • Purchasing capability • Community events • Locations • Reservations • Many states using the web • Virginia – to convey project updates to allow team members to update • Scheduling appoints • e-payments • registry for day care providers • information for clients – drs that take Medicaid • Resources to keep the web site up to date – communications – gatekeeper role appropriateness? • Public at large is looking for the right URL (address) – same urgency must be assumed for this as the Services/Benefits side does about customer addresses • Concern about look and feel but not content • Contractual information – consider core vs. non-core - • Security – monitoring and control over length of time on the Internet; controls that prevent employees from getting to the sites they need to become informed on specific topics • Communication as a function that acts as a gatekeeper for posting up to date information 	 100_E_newsletter_Isue_7.pdf.url


Customer Service References	
Topic and Web Link	eRoom File
Families Accessing Services Through Technology (NC Fast) <ul style="list-style-type: none"> • Improve access for customers • Assessment • Comprehensive Case Management • Family Centered Services • Access anywhere and anytime – via Internet • Right-stop shopping – Most efficient method to get where you need to get services - • Current, accurate data • Decision-making information • Counties have tools to track customers across the programs • Enhanced partnerships • Increased community outreach • Redesigned business processes • ID'd technology to support • To implement in small chunks and pieces • Reduce project risk and cost 	 factsheet.pdf.url
Customer Relationship Management <ul style="list-style-type: none"> • CRM – Methodology • Use of technology to manage customer relationships, easily access information to serve customer needs. • Private – Marketing – ID clients, organization of information for greatest usefulness. • Collection, management, organization of the data for the most effective service delivery 	 customer relationship management - a Wha



Customer Service References	
Topic and Web Link	eRoom File
Building A Blueprint For World-Class Customer Service Excellence <ul style="list-style-type: none"> World-Class operations/service to retain customers Human Resources Knowledge Management Benchmarking Performance Management 	 Best Practice Summary Building a BI
Frequently Asked Questions About In Control And Self-Directed Support <ul style="list-style-type: none"> UK – Learning Disabled Control of their funding and what they use it for Same dollars – Gives people the ability to draw down other funding. Support plan and support contract for what you'll do with your money. Local authority for any changes in use of money. Can open bank accounts – illegal for banks to deny ability to open accounts. Working or not, the money is the same. Avoid risk of abuse. Re-review regularly to be sure funds are used appropriately. Broker of some sort. Arrangements to do so are assisted. Lots of people involved – very bureaucratic – gets the family more involved. 	 FAQs_04-09-14[1].doc.url
7-Eleven Expanding its Financial-service Offerings <ul style="list-style-type: none"> Kiosk Multiple services - one stop – greater value for the stop 	 TimesDispatch_com AMERICAN TRENDS 7



Human Resources Management References	
Topic and Web Link	eRoom File
Compendium Of Human Resource Management Best Practice Reforms <ul style="list-style-type: none"> • Aggressive human resource management reform • Recruitment – expedite ID of qualified candidates • De-Centralization of authority to line managers • Colorado and Georgia – no merit systems • NM – compensatory time for community recruiting efforts • Recruiters to make on the spot offers....based on GPA • Continuous recruitment via the web • Retention and improvement in life for workers • Positive climate is the greatest contributor to morale • Broadbanding of forms of classification • Pay on skill level • Job satisfaction surveys and exit interviews • Employees reengineered own jobs – compensatory time for additional education • Flattened the organizational hierarchy – more open and supportive • Bad evaluation systems – kill employee • Tailored to the job and measurable objectives– rather than one instrument for all jobs • Traditional evaluations removed – collaborative based on goal setting training • Austin TX – strategic alignment between HRM and other City goals • State of Iowa – Progressive HRM – decentralized evaluation – linked to training and • Employment development • Labor/management cooperation • Altering the role of the HR office 	 appendixA.pdf.url


Human Resources Management References	
Topic and Web Link	eRoom File
First Stop For Reengineers <ul style="list-style-type: none"> • At the heart of BPR • Automated Payroll to job performance – personnel now own their own data • Automated from pre-hire process • Inserts commitment to the BPR process • Changing demographics • Flat, telecommuting • Performance – not historical relationships - • Global and competency • Open and distributed • Reevaluate hiring – and evaluation • Checklist of spiritual attributes • Respect • Participative • Team-based to provide a wide range of skills • Job skills and job expectations are changing 	 <p>ER July 96 - Human Resources First Stop</p>


Human Resources Management References	
Topic and Web Link	eRoom File
<p>Successful Recruitment And Hiring: Assume Nothing – Take A Fresh Look</p> <ul style="list-style-type: none"> • Filling vacancies • Support new hires – first 12-14 months are critical • Working conditions • Remove administrative barriers to retention • Options • 58% of time on SACWIS • Recruitment campaign built on orgs strength • Practice Improvement – Consent Decree – Id'd outcomes – Adapted Alabama model to look at themselves • Vermont – collect data to share data on performance • Not broad availability of performance information to the worker level • Candidates most likely to succeed • Make the most of your personnel budget • 2003 – Brookings Institute • Main findings identified...Salary is at the bottom of the list – public service is attractive – opportunity to make a difference – • Nebraska – agree with orgs goals and values • Like the job demands – co-workers • Intangible benefits were higher on the list than pay • Human services work force in dire straights – open to new ideas – help colleagues learn new skills • Video to portray the real-life work day of the worker – so individuals can self-select themselves out • Desired qualities – • Use tools from the private sector – skills to fit job requirements • Take an accurate look at the needs of the job – specifications • Training in structured interviewing • Validated series of tests – ID good performers in advance – skills in problem solving • Cumbersome hiring mechanisms – months to hire • Successful over hire – two people for one position – Maximized personnel budget in order to have trained individuals - Delaware 	 <p>10071_HiredforGood_fnl.pdf.url</p>


Human Resources Management References	
Topic and Web Link	eRoom File
<p>The Problem At The Frontlines Of Human Services: Building A Case For A National Priority - 2003</p> <ul style="list-style-type: none"> • Casey foundation • HS workforce – inefficient, poorly trained and in crisis • Turnover, understaffing, not the job of choice for college graduates • Inadequate supported • Human Services workers are uniquely suited to this work – need to help others • At least 3mil in the field (public, private, non-profit). No statistical management data – invisible. • Risky for customers • Rewards that may be non-monetary – pushing paper • Sabbaticals - to prevent burnout • Bad management and supervision corrected quickly • Broadbanding classes • Pay differentials • Flex Time to support family life • Increased compensation to increased training 	 case.pdf.url


Human Resources Management References	
Topic and Web Link	eRoom File
Child Welfare: HHS Could Play A Greater Role <ul style="list-style-type: none"> • GAO – Recruiting and retention • National average turnover higher than shown in Virginia • Wide variety • Causes the same • Except – risk of violence cause for workers leaving • No work force standards • CWLA – some states are choosing to adopt these standards. Some states are seeking to get accreditation. • More than 60% have been threatened with violence • Greater complexity of work due to drug and alcohol abuse, and children impacted by same. • Have not targeted recruitment and retention as a priority issue. • Group focused on Organizational • Today there are local costs in stipends • No HHS targeted assistance • PIP has no HR component 	 d03357.pdf.url
Working To Create Opportunities For America's Children And Families And Their Communities <ul style="list-style-type: none"> • Initiative on HR • Public services losing career staff • Connected to organizations mission and needs • Create a useful body of work unifying HR and human services • Technical assistance 	 CSSP Major Initiatives Human Re


Human Resources Management References	
Topic and Web Link	eRoom File
Retail university students work toward degrees <ul style="list-style-type: none"> • Retail association – 2+2 - partnering with the community colleges and universities • Certificate program • Skilled workforce • Pilot – Radford – Roanoke City – Practicum • Resumes of graduates posted on the web site to be available to employers 	 TimesDispatch_com SMALL BUSINESS Ret
Are people Overworked or Doing Unrewarding Work? <ul style="list-style-type: none"> • Unrewarding • Am I working effectively • Level of skills • New ways to work • Satisfaction from work • Improve relationships 	 TimesDispatch_com SPEAKING OF WORK


Integration of Services References	
Topic and Web Link	eRoom File
<p>Service Integration In Colorado – Connecting Programs To Provide Better Services In Mesa And El Paso Counties</p> <ul style="list-style-type: none"> • Integrated services • Partnered with government agencies – strong leadership and political support - • Mesa - Beyond co-location to cross-train child care and eligibility – can do attitude • Similarities – Hispanic population – High emphasis on safety – training for clients to improve relationship with landlords – team with housing authority to train on how to behave • CPS – teamed on intake • Appointment – after the assessment – and sending a packet of information home – if the person deemed to go forward • Come back a third time – two day session to go through workforce training – work readiness – financial assistance decided at this time • Each case was reviewed by a team for the assessment. • Provide holistic support – case notes to share – • El Paso • Services in separate buildings • Self Assessment (20 minutes to four hours) – might be automated – comprehensive, including • Emphasis on avoiding financial elig. – Tried to meet the need through other sources, primarily work, first. • Only if could not avoid financial elig. – then made an appointment with an EW • Cross-system assessment services – University of Utah – 	 Ragan_Colorado.pdf .url


Integration of Services References	
Topic and Web Link	eRoom File
Service Integration In San Mateo County, CA – Multiple Strategies With A Single Goal <ul style="list-style-type: none"> • Instituted over a period of ten years • Combined benefits, youth and family, employment, job training and development, voc. Rehab • To serve as a catalyst for p & p efforts to assure all members become ? • Regional offices – One stop at each location • Matrix management • Impact of policy on various programs • Complex – wear a lot of hats – authority lines criss-crossed • Management teams between programs – staff levels as well • Trends, issues, • Staff development and culture changes • To move from one specialty to another • Management staff critical to keeping the staff teams working together • Outcome based budgeting – linked to outcomes – performance measures • Common assessment and intake – screening and assessment specialists – family focus – including emergency needs • All incoming applications reviewed by multi-disciplinary • Follow up (like CSA) • Strong working relationships with community partners 	 Ragan_San_Mateo.p df.url


Integration of Services References	
Topic and Web Link	eRoom File
Service Integration Supported By Information Technology - Nebraska <ul style="list-style-type: none"> • State-wide system – • Switch from County to State • Multiple programs and function • Quicker communication and more coherent philosophical direction • Don't over-automate • Expensive and time consuming • Working knowledge of program requirements • Two tracks – Economic and family support; protection and safety • Resource development – community development and resources • APS/CPS • Policy by desired outcomes • New relationships • 1996 – Aging health public institutions 3 departments Services; Financial Support; Regulation and Licensure • From geographic boundaries to six service areas • Two family resource centers statewide – service programs along with community programs • N-focus – 7 years - 25 programs – facilitates the workers ability to cover multiple programs • Ease of navigation – integrates with irs, ssa, dmv – information is shared • Paper records 	 Nebraska6.pdf.url


Case Management References	
Topic and Web Link	eRoom File
<p>Building Collaboratives To Deliver Human Services - Bibb Co. Georgia</p> <ul style="list-style-type: none"> • Improve client access to multiple services • Collaboratives with partners • Site management – Managers in core programs had to move to collaboratives • Local relationships and shared visions between community leaders and local managers • Developed a broader range of programs and services • Best Services – Regular collaboration meetings developed trust and cooperative spirit; named process, Challenge for Change; human resources supported the process; concept – Family Connections Program; Local Service Agreements; Locators of sources of grant funding; Location – One-Stop complex – Child and Family with six buildings with other services; ID community needs and taking advantage of land near the office to put together the complex; Donated land from individuals and companies; Intake assessment – referrals to services – broad-based assessment; Immediate need – taken to the building where the service could be provided; Co-location of staff – pediatric clinic staff at Child and family services – if health issue, went directly to the clinic. • Outstationed at the PD for joint investigation of CPS complaints. High risk populations by zip codes – take the services out to them. Applications available at other sites, such as churches. Child care sites in local housing units; mobile medical units; ease of access to obtain the services needed – reduction of number of clients on financial assistance. • Critical success factors: Holistic team approach; Specialization only if better me the needs of the customer; Multi-disciplinary case staffings • Established facilities within the high risk zip codes. • Visionary leadership and commitment to working toward ‘yes’ rather than “no” • Recognition given to the partners • Listening to the grass roots level 	 Bibb%20County.pdf. url


Case Management References	
Topic and Web Link	eRoom File
Enhancing The Capacity For Cross-Systems Innovation <ul style="list-style-type: none"> Barriers: Hard to accomplish because of funding silos; conflicting regs; difficult to service families; conflicting opinions about what already exists Super waiver – expanded the opportunity to integrate programs State to take maximum advantage of federal allowances – more interest in integration due to rising caseloads than service to the customer Can't rely on administrative data from existing systems. Feds want input on how to overcome the barriers Hudson Policy Center, et al. – Develop a plan – How much flexibility exists thereby creating a barrier. Explore consensus for making change – cross-integration <ol style="list-style-type: none"> Federal reg barriers Interface between fed and state Institutional behaviors State and local without strengthening accountability Analysis to integrate 	 0402CROSSSYSCAP ACITY.pdf.url




Case Management References	
Topic and Web Link	eRoom File
<p>A Framework For Quality Assurance In Child Welfare</p> <ul style="list-style-type: none"> • Ongoing Quality Assurance • National quality assurance standards • Academia and HHS • Why QA is important – traditional methods of QA vs. more modern ways • Accurate picture for agency staff and stakeholders – more proactive quality assurance – • Traditional - case reads has minimum impact on services delivery • Modern – continuous process improvement – child and family services review – engages internal and external including children and families serviced • Framework <ol style="list-style-type: none"> 1. Safety, permanency and well being 2. Child safe in home 3. Broad range of needs • Five steps: <ol style="list-style-type: none"> 1. Adopt outcomes and standards 2. Institute quality reviews 3. xx 4. xx 5. Feedback loop – continuous process improvement – evaluate • Child and family services plan – IVE (must meet these standards for funding under IVE) • Goals 	 <p>ncwrc_qa.pdf.url</p>



Case Management References	
Topic and Web Link	eRoom File
Ontario Self-Employment Delivery Alliance <ul style="list-style-type: none"> • Canadian – Consortium – self-sufficiency can include self-employment • Project – 8 orgs – network of service delivery – integrate non-profit sharing of resources – mentoring – collaborate on developing best practices • Build capacity to support development of self-employment • Distance learning for local service delivery – integrated technology into the program – customer has to see the benefit of using technology • Six education modules – workshops in real-time conferencing capability • Specific needs of clients – new business owners and start-up business practices • Strategies to use the Internet to build their businesses • Ontario Works – Self-employment model • Entrepreneurial rewards – • Benefits of a multi-year approach • Proven track record – further year funding 	 OSEDA%20final%20report.pdf.url


Case Management References	
Topic and Web Link	eRoom File
<p>Research To Practice: Reducing Re-Referral In Unsubstantiated Child Protective Services Cases</p> <ul style="list-style-type: none"> • Three research grants – Children’s Bureau • Multiple referrals • Multiple risk factors • Prior referrals – more likely to be a substantiated case • Ambiguous case – more likely to be reported as unsubstantiated • Some states have a higher threshold of evidence to substantiated • Initially unsubstantiated cases – highest rate of re-referral • Re-referral at higher rates – substantiated use services more effectively • Exit to family care – decreased risk of re-referral • Family centered services has a lesser risk....vs. family preservation – higher rate of re-referral • Longer time in FC, less likely to be re-referred • Unsubstantiated – does not mean no abuse occurred • Age of parent as a risk factor – this is a factor in higher re-referral • Assess risk more effectively...better outcomes for children – family centered • Developing safety plans • Instruments help workers not overlook issues – support intervention • Risk training – significant shift from incident based to risk based 	 <p>researchtopractice.p df.url</p>


Case Management References	
Topic and Web Link	eRoom File
<p>Aligning Policies And Procedures In Benefit Programs – An Overview Of The Opportunities And Challenges Under Current Federal Laws And Regulations</p> <p>Two themes</p> <ol style="list-style-type: none"> 1. State has great flexibility in TANF and child care <ul style="list-style-type: none"> • Different funding mechanisms – different state functions in oversight of different programs • Applications – single or multiple • Simple for Medicaid doesn't allow the family to be screened for other programs and services – Simple with additions could be used for more program assessment • Simple set of verification requirements - other than verification for immigration, state has full discretion on verifications in TANF, child care and Medicaid • Flexibility on processing timeframe 2. Food stamps in the main driver in policy for alignment <ul style="list-style-type: none"> • Recommend align verification to food stamp. Use the verification across programs...don't ask for again – must be accessible. • Can a single worker do elig for multiple programs – FS and Medicaid – must be eligibility worker. • FS worker to do elig. Others can assist with supportive functions on Medicaid. In FS must be a worker – verifications – elig. • TANF outsourced – Florida demonstration waiver. • On FS still state employ to says yes or no to eligibility. All else is outsourced. • Single elig. Review – FS every 12 months – State discretion for six months • If review is not in line – verification can be used for more than one program. • State flexibility in farm bill – six month minimum is reported change. • Change center or form sent out to come back in. Wide range of reporting capabilities...but State required guidelines on how to confirm the change information 	 <p>Aligning Policies and Procedure in Benefit I</p>





Case Management References	
Topic and Web Link	eRoom File
Workplace Supports To Improve Georgia's Child Protective Services <ul style="list-style-type: none"> • High turnover • Case Load • \$32,000,000 in state funding for FY 2002 – Long range plan to improve the child welfare system – anticipated 100,000,000 in state funding cuts. • Training issues • Lack of professional preparation • 39% and 44% turnover in CWS • For new positions, increase salaries, improve services • Higher salaries and lower caseloads were not the problem. • Other measures to create a satisfied, stable • Increase the number with BSW or MSW degree – technology to perform work functions more effectively • Redesign and improve delivery of CWS – Leadership and accountability for positive change • Front line empowerment – skills, knowledge and judgment (front line revolution) • Reform – • Uniform methods of keeping records - cross training in juvenile court case management • Collaborative efforts – other community stakeholders • Minimum job competency levels – 	 WorkingPaper2.doc. url


Performance / Productivity References	
Topic and Web Link	eRoom File
Performance Management In Human Services Agencies <ul style="list-style-type: none"> • WIN • Setting and clarifying goals • Targets and Measures • Measuring • Accountability • Monitoring program outcomes • Insuring accountability 	 Performance Management in Huma
Self-Directed And Self-Managed Teams <ul style="list-style-type: none"> • Confusion about what teams are in the workplace. • Self Managed: Common goal defined outside the team; • Self Directed: Common goal defined within the team • Sharing – response., etc. Team building exercises not as effective as demand for performance. Tasked to carry out the strategic plan. • Team basics may be overlooked, size, • Teams integrate well across the hierarchical boundaries – Teams learning from their piers 	 Self-Directed and Self-Managed Teams.
Performance Measurement <ul style="list-style-type: none"> • By measuring – first step toward organizational excellence – • Insight into effectiveness of organizational planning capacity • Results focused program – consistency, response time • Justifying corporate capital request • Justifies capital allocation 	 APQC - performance measurement.htm.url




Performance / Productivity References	
Topic and Web Link	eRoom File
Common Growth Problems Of Self-Directed And Coaching Techniques Used To Confront Them <ul style="list-style-type: none"> • Self-directed teams have barriers to performance as they grow and develop...lack of trust...team role confusion... • Team will take on responsibilities for things previously assigned to the manager – discipline, etc. • Indifference is easy to spot in manufacturing, but more difficult to spot in the service world. Lack of clarity in team roles. Organizations responsible for their own performance. Fail to recognize that the rules have changed. They have a comfort zone they revert back to. • Stand still because of failing to accept advice for improvement. Reexamination of the participants for the team. Renewal plan for the Team. • What needs to be improved. Sign a plan for renewal. Seek external input. Benchmark. Attend conferences or groups. Finalize and name their process. Objectives need to be identified. Timeline and accountability. • Small units – Aspects to be accomplished. • Routine (monthly) of entire group. Obstacles...value of input....not allowing blame • Non-participation – individual skills of individuals – buddy or peer for a month or so – mentor – feel free to express opinions • If motives for tripping up the team, should get control quickly • Correct team • How technology can best serve purposes 	 <p>CSWT Reports-Mitchell_files</p>
Metrics And Measures <ul style="list-style-type: none"> • External benchmarks for measuring relative performance • Budgets • Key performance drivers • Continual assessment of organizational progress 	 <p>APQC - metrics and measures_files.url</p>


Performance / Productivity References	
Topic and Web Link	eRoom File
5 Stages Of Group Development <ul style="list-style-type: none"> Adjournment – the need to break apart 	 Leadership Development_files.ur
Self-Directed Statements – Ask questions rather than make statements <ul style="list-style-type: none"> Once a decision has been made – the process isn't over – survey for residual doubts – if a doubt, put it on the table – Celebrate the success – shared success Hands off from a management aspect – Team equipped with the right skills – willingness to accept the accountability Expectations should be clear to the team – trust issue 	





Benchmarking References	
Topic and Web Link	eRoom File
Best Practices In Customer Service Delivery <ul style="list-style-type: none"> Jet Blue – no call center – work from their homes – each agent has supplied technology Starbucks – Its about the experience – music seating etc. (VP of entertainment) City of Baltimore & Minneapolis – 311 non-emergency call service – I.T. systems to support this; how the government is running – accountability SS, North Carolina – Local best practice – Wake County (Raleigh) - Team approach – bi-lingual; intensive case management; on-line site; ESL; common sense and creativity; cultural sensitivity; outreach – car repairs – voc rehab – faith based – clinics 	 Best Practices in Customer Service Del




Benchmarking References	
Topic and Web Link	eRoom File
<p>Benchmarking: Definition Past, Present And Future - Top 10 Benchmarked Business Processes Benchmarking and Best Practices</p> <ul style="list-style-type: none"> Articles – ranked the top benchmarks Marketing Human Resources Call Centers Benchmarking Accounting 6 Sigma Performance Measurement Improvement Employee benefits and compensation program Customer Service Satisfaction I.T. Bank of America – U.S. Army U.S. Department of Veteran Affairs U.S. SSA 	<p> Google Search define Benchmarking_files.ui</p> <p> bppf2003e.htm.url</p> <p> APQC -Benchmarking and Best Practices_fil</p>
<p>Technology Managers Forum – Best Practice Awards</p> <ul style="list-style-type: none"> 6 counties in CA to view NYC – Decentralize welfare bureaucracy Monitor performance of vendors providing services to clients Contracted HR piece for both job site and customers (job search/job placement) Integrated case managements – change practices policy and culture Numerical data is missing. 	<p> Technology Managers Forum Best</p>




Benchmarking References	
Topic and Web Link	eRoom File
<p>Benchmarking As A Catalyst For Innovation In Service Delivery: Local Government – (Benchmarking As A National Programme In Norway)</p> <ul style="list-style-type: none"> • Academic look at benchmarking and how to implement • University of Oslo • Provides and empirical model of how benchmarking affects change • Intra-organizational • Inter-organizational – Focus • Stages <ol style="list-style-type: none"> 1. Gain reliable relevant data on performance 2. New ideas and motivation to improve – focus on changing individual beliefs and 3. Translating interpreting and internalizing – Assimilation and organizational beliefs and preferences 4. Implementation of improvements – focus on organizational actions • Public sector don't share concern for survival • How to use: • Point out problem areas and present superior methods for performance • Peer pressure – individual pride • Ideas from individuals is key to having individuals • Transfer new individual beliefs and preferences into organizational beliefs and preferences • Surveys of those within and external to 	 <p>Askim_presentation.pdf.url</p>




Business Case Analysis References	
Topic and Web Link	eRoom File
Creating And Using A Business Case For Information Technology Projects – Benefits Definition And Analysis	 Creating and Using a Business Case for Inf
What Is Activity Based Management/Activity Based Costing – Common Questions And Answers About ABM And ABC	 ICMS - What is Activity Based Costing
The Business Case – Friend Or Foe	 Business Case Series - Business Process Re



IT Innovation References	
Topic and Web Link	eRoom File
How Vendors Influence the Quality of Human Services Systems <ul style="list-style-type: none"> • Critical need for governments to employ newer technology • Need for professional project managers • Pitfalls of vendor selection • Long-term consequences of missing quality targets in IT projects 	 How Vendors Influence the Quality





IT Innovation References	
Topic and Web Link	eRoom File
Why Don't Automated Welfare Systems Save Money? <ul style="list-style-type: none"> How can state and local governments get results when automated welfare and other systems fail to deliver expected benefits? Needed controls GAO findings 	 May 1996 - Reengineering_files.u
Nothing stops Virginia's EDI <ul style="list-style-type: none"> Virginia does business electronically with 3,000 trading partners Saving costs Delivering checks and info on time 	 Apr 1996 - Networking_files.url
21st Century Integrated Government <ul style="list-style-type: none"> Massive infrastructure of government agencies and accountability Service Delivery Paradigm Inter-agency system communication 	 Oct 1995 - 21st Century Integrated C
IT-Enabled Innovation <ul style="list-style-type: none"> Survey of CIOs and I.T. departments 71% response IT part of overall business strategy – improve existing product or lowering costs CIOs responsible for innovation in technology Is not in charge of establishing priorities Customer focus – building loyalty and service Primary business goal of IT – enabled productivity and customer service Redesigning of business process – breakthroughs in speed and ways to interact with customers Current April 2005 	 IT-Enabled Innovation - Research

IT Innovation References	
Topic and Web Link	eRoom File
The State Of Information Security 2004: Best Practices <ul style="list-style-type: none"> • 2004 article • Survey by CIO magazine • How used to support business • Key findings: Creating more senior level security positions – reporting more frequently outside the IT department – report to audit, risk management or financial functions • Barriers – Limited budget, staff, time to focus, no training, complex technology infrastructure • Aligning security with business objectives – transition from IT to business issue - 	 <p>The State of Information Security :</p>
Managing Expectations With Service-Level Agreements <ul style="list-style-type: none"> • Two way – partners on business side articulate the requirements – volume, availability and performance needs, force them to provide the level of service willing to pay for • Without this the level of service may exceed need driving up cost – or may not meet the need creating costs in other ways 	 <p>Managing expectations with ser</p>
ISSA On Generally Accepted Information Security Principles (GAISP) <ul style="list-style-type: none"> • Information protection – the state of being free from unacceptable risk. Integrity – accuracy of data • Secure data in both the interest of the client and the organization • Certain data can not be passed to clients and vice-versa – client information not passed inappropriately • Computer Systems security • Physical • Operational • Procedural • Communications 	 <p>v30.pdf.url</p>

IT Innovation References	
Topic and Web Link	eRoom File
E-Government Lessons Learned In Implementation <ul style="list-style-type: none"> • 24/7 accessibility – ways to notify someone 24/7 if something is wrong – customers have to be able to contact a body quickly - advertise the service • Electronic availability – positive experience – listen for customer comments – celebrate successes – free services • Communication – Web site support needs to be knowledgeable about the direction of the organization • Send out notices with other mailings 	 egvLessonsLearned.pdf.url
Thieves got much more data from DSW files <ul style="list-style-type: none"> • Credit card data - Richmond Stores involved • Cash instead of credit use in future – Loss of integrity of the reputation • 25 states - 108 stores – 1.4 million credit card numbers – 96,000 checks were stolen 	 TimesDispatch_com Business Briefs_files.t
Technology Managers Forum – Best Practices – Past Winners <ul style="list-style-type: none"> • Rewards for good work • Recognition yearly – Leverage financial data • Government – Interactive Internet and Intranet reporting system – better tracking – accuracy • Corporate banking platform • User Interfaces • Clean architecture • Security • South Carolina HHS • For inventive implementation of web portal technology – behavioral changes in the organization • Partnered with Novell – Secure access interface for medical records and Medicaid eligibility workers – In compliance with HIPAA – pulled information from legacy systems • State of CA – My California – Integrated portal to 120 departments – transactions – security – site analysis – utilization tracking 	 Technology Managers Forum Best

IT Innovation References	
Topic and Web Link	eRoom File
<p>Are your Records Safe? Data Brokers a Key Tool; But, Oversight May be Lacking</p> <ul style="list-style-type: none"> • Clients not always aware – ChoicePoint • Recent investigation – 145,000 consumers (CP) and 110,000 cons (LN) • Information available on 19,000,000,000 records – • Applications for jobs • Volunteers – working with children • Use of companies may be a violation of the Privacy Act - 	 Are Your Records Safe p.1.pdf.url  Are Your Records Safe p.2.pdf.url
<p>Supporting Relationships with Service Level Agreements</p> <ul style="list-style-type: none"> • Ultimately support the customer – supplier relationship – simplify customer supplier interactions • 7 guidelines <ol style="list-style-type: none"> 1. Do not negotiate - A collaborative effort is always the best approach 2. Cultivate interpersonal skills 3. Find the right metrics – qualitative and quantitative 4. Package the services – create options from which customers can select 5. Manage the customer's perceptions of 6. Leverage best practice guidance - ITIL – common IT processes – detailed information on SLA development 7. Customer supplier relationship 	 slas_dcm.pdf.url

IT Innovation References	
Topic and Web Link	eRoom File
State's IT costs could rise <ul style="list-style-type: none"> VITA Increase the rates that State agencies are charged for managing security Backdoor budget cuts due to this increase Upgrading systems will cost more than 6.5 mill for security – VITA will need a \$20.8 in 06-07 JLARC will need to approve VITA is supposed to be self-supporting – July 2004 20 mil in the bank – to 1.Mil due to cash flow delays from State agencies Pay VITA bills within 10 days rather than 30 Expanded its authority 1200 employees 260 Million budget this year – cyber tech for other 	 <p>TimesDispatch_com State's IT costs could</p>
<p>Southside fibre optics</p> <ul style="list-style-type: none"> In 2000 Danville lost a bid for an on-line data center due to lack of broadband Agreement between VDOT High speed internet capability to Danville - 	
Crackdown on Firms Sought <ul style="list-style-type: none"> Breach in an information broker – No federal legislation on this subject – need for uniformity Only state that had some legislation – Choice Point – Requirements that consumers be notified that there personal information had been breached 	 <p>FOXNews_com - Senators Pledge Crac</p>

BPR References	
Topic and Web Link	eRoom File
Goal-Oriented Patterns for Business Process	 perjons_goalpattern s.pdf.url
Why Reengineering Fails	 Reengineering.pdf.u rl
The ABCs of Knowledge Management	 The ABCs of Knowledge Managem
Business Reengineering and the Internet: Transforming Business for a Connected World	 Paper Clive Finkelstein - Business